

BUSINESS JUSTIFICATION

Tennessee Department of Transportation (TDOT)

I. Executive Summary

TDOT currently has 4,963 authorized employee positions. 4,362 of these positions are filled and 601 are vacant. The vacancy number is high due to a modified hiring freeze that was self imposed by TDOT during the past two (2) years. Our goal is to meet a five percent (5%) reduction in TDOT's workforce.

The three Bureau Chiefs reviewed the staffing in their individual Bureaus and the Commissioner reviewed all staffing levels reporting directly to him. All the reviews were conducted by Business Units. The following criteria were applied in the reviews:

- a. Where could a reduction in staff occur with the least amount of disruption to services?
- b. Where could reorganization occur which would allow remaining staff to cover the function of eliminated positions?

After the initial review was completed, it was determined that all employees within classifications in Business Units targeted for reduction or elimination, who meet the criteria, will be offered the buyout package.

II. Business Justification and Assessment

- A. The Commissioner's Office and the three Bureau Chiefs each performed a complete review of all Business Units within their purview. This entailed discussion with managers and decision makers to target positions that would cause the least amount of disruption in services. In addition, managers discussed ways to cover those functions otherwise left incomplete by those accepting the buyout.

The 5% reduction in positions was applied to the four (4) main areas (the three Bureaus and the Commissioner's Office) of the Department in order to distribute reductions as evenly as possible. As each area performs different functions, each must consider different issues. Each Bureau was asked to consider future obligations when making decisions. For example, the Administrative Bureau must consider the positions required to successfully complete the Edison project.

- B. Bureau of Administration

The Administration Bureau reviewed all its Divisions and Business Units in order to select positions creating a five percent (5%) reduction. The Administration Bureau analyzed its total number of employees to determine a target number to meet the 5% target.

The process of determining those positions selected to participate in the Voluntary Buyout Plan included meeting with all Division Directors within the Bureau to identify positions which could be eliminated with the least amount of impact on performing core functions.

C. Bureau of Engineering

The Engineering Bureau's entire staff was thoroughly reviewed and considered with respect to identifying those employment classifications designated to receive the Voluntary Buyout package. The Engineering Bureau's staff includes the four (4) Transportation Regions and several Divisions. This process focused on selecting areas that would have the least impact on individual Regions, Divisions, and Business Units as well as maintaining the overall effectiveness of the Bureau and the Department.

The Engineering Bureau will be able to redistribute the workload among the remaining staff if the 5% target reduction goal is met. Should more than 5% of the Bureau's workforce accept the incentive package between Business Units, Divisions, Regions, or throughout the Bureau itself, the Bureau will then implement a reorganization to maintain acceptable levels of service. As a last resort, should an inordinate number of employees accept the Voluntary Buyout package, certain Bureau functions could be outsourced. The following are examples of the business methodologies used within the entire plan:

- Computer Aided Drafting and Design (CADD) Tech 3 positions were identified in all units in the Design and Structures Division (Units 6381, 6382, 6383, 6384, 6385, 6371, 6372, 6373, and 6374). The only position that will not receive a voluntary buyout offer resides in Unit 6394, which is in the Geotechnical offices in the Division of Materials and Tests. This position is totally unrelated to the positions in Structure and Design Divisions.
- There are eight (8) Material Associate 2 positions in Unit 6391; all 8 will be offered the buyout. The number of positions targeted for elimination is two (2). The technical expertise in the other Materials and Tests units are different and as a result, these positions were not selected for reduction.
- In every field construction office, the Transportation Assistant 1 (TA1) job class positions will be offered the buyout.

D. Bureau of Environment and Planning

The Environment and Planning Bureau has identified the Divisions and Business Units named below for participation in the Voluntary Buyout Program. These Divisions have been selected because the remaining staff can assume any outstanding duties created by the employment position reductions. Additionally, the work responsibilities of the selected positions are such that evolving

technologies and well-defined methodologies will allow remaining staff to assume these duties quickly and efficiently.

1. Environment Division
2. Project Planning Division
3. Long-Range Planning Division

Below is an example of the business methodologies used within the entire plan:

- Unit 6552, which is responsible for Conceptual and National Environmental Policy Act (NEPA) Planning is not part of the Buyout Plan. This unit performs project studies. It does not collect routine traffic data (as does the Unit that is recommended for reduction). Therefore, the CADD Tech 3s in 6552 are not recommended for the buyout. Their current responsibilities focus on project data gathering as opposed to routine data collection.

Summary:

Additionally, TDOT has identified all Transportation Associate (TA) 1 and 2 positions within the Field Construction offices department-wide. The Voluntary Buyout will be offered to those identified TA1 and TA2 positions that have more than two (2) such positions in the business unit.

After a thorough analysis, based on business units, TDOT will offer the Voluntary Buyout to 450 employees.

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